Manage Strategically

FY 2003 Performance Plan

Through NASA, the American people have invested in America's future by supporting a public aerospace research and development infrastructure consisting of a unique combination of physical resources and human talents. Managing these resources effectively and strategically is critical to achieving NASA's goals and objectives. Therefore, the goal of the Manage Strategically crosscutting process is to provide a basis for the Agency to carry out its responsibilities effectively, efficiently, and safely through sound management decisions and practices. By integrating good general management practices with NASA's strategic processes, the Agency ensures that decisions are consistent with the goals, objectives, and strategies contained in NASA's Strategic, Implementation, and Performance Plans. Managing strategically also encourages all parts of the Agency to proceed together toward achieving a single set of strategic goals while enhancing management's ability to leverage limited resources, standardize processes where it makes sense to do so, streamline processes for timely results, and ensure rapid, reliable, open exchanges of information. Finally, managing strategically ensures that the public's investment in NASA is well-served and that the Agency's initiatives and achievements continuously inspire and serve America and benefit the quality of life on Earth for all humankind.

The performance metrics selected for FY 2003 address key management challenges facing NASA, as well as the challenging, government-wide high risk areas of strategic human capital management and information security identified by the General Accounting Office. These management areas are also consistent with the Administration's reform agenda that emphasizes a Federal Government that is citizen-centered, results-oriented, and market-based.

Strategic Goal:
Enable the Agency to carry out its responsibilities effectively, efficiently, and safely through sound management decisions and practices.

Performance Metrics

MS Objective #1: Protect the safety of our people and facilities and the health of our workforce.

Public Benefit: Safety is NASA's number one core value. NASA protects the public's investment in our vision and missions by protecting the safety and health of our people, the public, and our high-value assets and facilities on and off the ground. To emphasize the critical importance of health, as addressed in the Agency's Safety Initiative, the Office of the Chief Health and Medical Officer (OCHMO) was created in May 2000. The OCHMO provides strategic direction and oversight in the Agency's pursuit of protecting the safety and health of the entire NASA workforce. The OCHMO also provides oversight of health care delivery and professional competency, assuring quality and consistency of services Agency-wide. And, the OCHMO ensures that NASA employees at all levels incorporate health and safety principles and practices into daily decision making and that the Agency adheres to the highest medical and ethical standards and satisfies all applicable regulatory and statutory requirements.

Annual Performance Goal (3MS1): NASA will increase the safety of its infrastructure and the health of its workforce through facilities safety improvements, reduced environmental hazards, increased physical security, enhanced safety and health awareness, and appropriate tools and procedures for health enhancement.

Performance Indicators for 3MS1:

- No fatalities will result from NASA mishaps.
- Per the Federal Worker 2000 Initiative, reduce the overall occurrence of injuries (due to occupational injury or illness) by 3% per year from the FY 1997 baseline to 1.15 occurrences per 100 workers.
- Award construction contract(s) for all identified critical facilities safety requirements as specified in the Agency Annual Construction Program.
- Ensure that at least 95% of Agency Minimum Essential Infrastructures (MEI) have completed all physical security countermeasure upgrades and are in compliance with Presidential Decision Directive 63.
- Close at least 90% of compliance findings from environmental functional reviews by target date, and track all findings to closure.
- Complete an environmental functional review of at least 30% of Centers and component facilities annually, reviewing all within a 3-year cycle.
- Increase the utilization rate of prevention and wellness programs (including health maintenance examinations, immunizations, skin cancer screenings, and website access) by 10% over FY 2000 rates.
- The OCHMO, supported by the Occupational Health Principal Center, will ensure that at least 90% of NASA Centers receive the tools and techniques necessary to improve their overall Health and Medical Quality Assurance programs.

Justification for Changes from FY 2002: Manage Strategically encourages the Agency to ensure rapid, reliable, easily accessible and open exchanges of information. In FY 2002, one of the performance indicators for enhancing employee health awareness and procedures for health enhancement was the establishment of a mechanism to aggregate and track epidemiological preventive health risk data as a basis for policy decisions. Unfortunately, the funding to establish an employee longitudinal health database was not approved in FY 2001 or in FY 2002. However, the recently established occupational health relational database - - Agency Health Enhancement Database (AHED) will enable accurate tracking of such health indicators as immunization screenings and training. While different, this database will provide a suitable basis for policy decisions. Over time, this database can be expanded and modified to include an epidemiological aspect as funding is authorized.

MS Objective #2: Achieve the most productive application of Federal acquisition policies.

Public Benefit: NASA serves the public interest by implementing acquisition efficiencies and cost-saving strategies that provide the best return on the public's investment. These include streamlining acquisition regulations, assigning contractors more program-integration responsibility and accountability, and moving civil service employees into review rather than operational positions. In addition, NASA continuously seeks opportunities to partner with small, small disadvantaged, and women-owned businesses to increase the competitive base from which we purchase goods and services.

Annual Performance Goal (3MS2): Continue to take advantage of opportunities for improved contract management by maintaining a high proportion of Performance Based Contracts (PBCs).

Performance Indicator for 3MS2:

- Maintain PBC obligations at 80% of funds available for PBCs (funds available exclude grants, cooperative agreements, actions under $100,000, SBIR, STTR, FFRDCs, intragovernmental agreements, and contracts with foreign governments and organizations).

Annual Performance Goal (3MS9): Continue integrating small, small disadvantaged, and women-owned businesses together with minority universities into the competitive base from which NASA can purchase goods and services.

Performance Indicators for 3MS9:

- Achieve at least an 8% Congressionally mandated goal for annual funding to small disadvantaged businesses (includes funding for prime and subcontractors awarded to programs supporting small disadvantaged businesses, Historically Black Colleges and Universities and other minority educational institutions, and women-owned small businesses).
- Award 1% of NASA's total contract and subcontract dollars to Historically Black Colleges and Universities and other minority institutions.

MS Objective #3: Manage our fiscal and physical resources optimally.

Public Benefit: NASA's budget and physical assets represent a significant investment to the American taxpayers, so it is incumbent on the Agency to manage these resources effectively and efficiently to optimize the return to the public on their investment. Agency strategies for ensuring optimal return include partnering, value engineering, outsourcing, performance-based contracting, energy conservation, recycling, and pollution prevention.

Annual Performance Goal (3MS3): Renew the Agency's management systems and facilities through the use of updated automated systems and facilities revitalization, and meet four out of five performance indicators in this area.

Performance Indicators for 3MS3:

- Increase facility capital repairs funding and reduce outdated, unused, marginal, and lower-priority facilities to improve facility revitalization rate to 100-year frequency.
- Reduce the Agency's unfunded environmental liability through a long-term strategy, annually investing an amount of not less than 3-5% of the Agency's environmental liability in environmental compliance and restoration (ECR) funding.

Annual Performance Goal (3MS10): Improve the Agency's financial management and accountability.

Performance Indicators for 3MS10:

- Cost at least 75% of the resources authority available to cost during the fiscal year.
- Complete the operational cutover to the new Core Financial System (CFS) at six Centers.
- Initiate at least one new Integrated Financial Management project.

MS Objective #4: Enhance the security, efficiency, and support provided by our information technology resources.

Public Benefit: The public's investment in NASA ensures that the Agency's explorers, pioneers, and innovators can continue to expand frontiers in air and space. Therefore, NASA's missions to advance and communicate scientific knowledge and understanding of the Earth, the solar system, and the universe, to use and develop space, and to research, develop, verify, and transfer advanced aeronautics and space technologies require optimal efficiencies in the use of NASA's limited Information Technology (IT) resources. To achieve this goal, NASA's IT planning is focused on four areas: safety and security, cost-effective common infrastructure and services, innovative technology and practices, and emerging IT areas (e.g., e-Business and e-Government).

Annual Performance Goal (3MS4): Improve IT infrastructure service delivery by providing increased capability and efficiency while maintaining a customer rating of satisfactory.

Performance Indicators for 3MS4:

- Maintain a customer rating of satisfactory for each major IT service.
- Hold costs per resource unit at or below established baselines for each major service.

Service	Established Cost Baseline
NASA ADP Consolidation Center (NACC)	$3,513,871/processing resource/quarter
NASA Integrated Services Network (NISN)	$0.78/ KBPS per month
Outsourcing Desktop Initiative for NASA (ODIN)	$2,940/General Purpose Seat

Annual Performance Goal (3MS5): Enhance IT security by meeting established performance indicators in three critical areas.

Performance Indicators for 3MS5:

- Reduce IT system vulnerabilities specified for the year across all NASA Centers to at least the established target ratios.

- Meet established targets for IT security awareness training for all NASA employees, managers, and system administrators.
- Complete the IT security plans at a targeted level, including authorization to process, for critical NASA systems.

IT Security Element	FY 2003 Target
Ratio of Vulnerabilities Detected to Systems Scanned. *	.25
ITS Training: **	
Civil Service Employees	95%
Civil Service Managers	95%
Civil Service System Administrators	95%
IT Security Plans completed for critical systems and re-evaluated every 3 years. ***	100%

NOTES: * This goal/ratio is based on the Phase III list of vulnerabilities. The vulnerability list is dynamic, changes every quarter, has ever-increasing stringency, and requires manual audit of some system weaknesses. Therefore, the target ratio is larger than in FY 2002. ** Goal is to achieve this target by July 2002 and to achieve as close to 100% as possible in all three training levels. *** There is a grace period for a new or enhanced system to develop security plans. During this grace period, the absence of a completed plan does not count against the target.)	

Annual Performance Goal (3MS6): Enhance mission success through seamless, community-focused electronic service delivery by meeting the established performance indicators in this area.

Performance Indicators for 3MS6:

- Implement the *eNASA Strategic Plan and Roadmap* to deliver electronic services and information to the public, partners, suppliers, key stakeholders, and the internal employees and teams that execute NASA's missions.
- Make the NASA Web more accessible, community-focused, and useful to all of NASA's diverse audiences as demonstrated by increased customer satisfaction from the FY 2002 baseline.
- Increase the scope and level of corporate and shared electronic services from the FY 2002 baseline.
- Process 60% of NASA's competitive grant opportunities online consistent with interagency efforts to simplify the grants process.

MS Objective #5: Invest wisely in our use of human capital, developing and drawing upon the talents of all our people.

Public Benefit: NASA's human capital investment strategies are rooted in the Agency's belief that employees are our most important resource. Therefore, to deliver on our research and development commitments to the public, NASA is constantly realigning this resource consistent with changing Agency goals and objectives. In addition, NASA is committed to attracting and retaining a workforce that is: (1) representative at all levels of the diverse public it serves; and (2) renowned for its world-class, cutting-edge skills and competencies.

Annual Performance Goal (3MS7): Align management of human resources to best achieve Agency strategic goals and objectives.

Performance Indicators for 3MS7:

- Implement at least three of the National Recruitment Team's FY 2002 Report recommendations to enhance Centers' ability to attract, recruit, and retain a high-quality workforce.
- By the end of FY 2003, increase the availability of assessment tools in Agency-wide leadership and project management training and development over those available in FY 2001. (These types of tools include multi-rater instruments that assess knowledge, skills, competencies, and experiences in leadership and project management. They are used to develop current and future leaders within the Agency.)

Annual Performance Goal (3MS8): Attract and retain a workforce that is representative of America's diversity at all levels, and maximize individual performance through training and development experiences.

Performance Indicators for 3MS8:

- Increase representation of minorities by at least 0.6%, women by at least 0.4%, and individuals with targeted disabilities by at least 0.085%.
- Ensure that women, minorities, and employees with targeted disabilities participate in career development and training programs at rates equal to or greater than their workforce representation.

Verification/Validation

Performance plan goals, indicators, and accomplishment claims are subject to audit by a number of internal and external groups. To ensure this capability, NASA relies on a number of processes for verifying and validating performance claims.

First, whenever possible, data in support of performance claims are gleaned from and/or validated against officially maintained databases. The data-gathering process in all cases is subject to strict oversight, and independent audits and periodic checks by internal and/or external reviewers ensure the integrity of the databases. These databases include: the NASA Personnel Payroll System (NPPS); the Consolidated Agency Payroll and Personnel System (CAPPS); the Incident Reporting System (IRIS); the Financial and Contractual Status of Programs System (FACS); the NASA Environmental Tracking System (NETS); the Veterans Administration Workers' Compensation Database; the consolidated NASA Occupational Health Annual Cost and Staffing Report; the Agency Health Enhancement Database (AHED); NASA Center Personal Property Reports; and the Center Cost Avoidance Database.

Second, a number of specific verification and validation processes are in place to support performance claims in specific areas.

1. Integrated Financial Management System (IFMS) verification and validation are based on measures in the signed Program Commitment Agreement. Non-advocate and independent reviews are conducted periodically, and the results are reported to the HQ Program Management Council (PMC) and the IFM Council.

2. Performance Based Contracts (PBCs) verification and validation are based on contract sampling to validate PBC criteria and on Financial And Contractual Status (FACS) data.

3. Contract awards to small and small disadvantaged businesses are documented for verification and validation in the Summary Contractor Reports (SF 295) that are reviewed during Center Procurement Management Survey data checks. In addition, the Small Business Administration and the Department of Defense Contract Management Agency conduct periodic on-site surveys to verify and validate performance claims and process integrity. The Minority Business Resource Advisory Council and the NASA/Prime Contractor Roundtable also do periodic reviews and make recommendations for process improvements to NASA management.

4. Information Technology (IT): NASA and Center Chief Information Officers, staff of the NASA ADP Consolidation Center (NACC), project office staff of the NASA Integrated Services Network (NISN), project office staff of the Outsourcing Desktop Management Initiative (ODIN), and other process overseers verify and validate performance data during periodic reviews. In addition, NASA's IT customers are given frequent opportunities to offer evaluations and recommendations for improved IT performance.

5. Safeguarding employee health verification and validation is based upon specific indicators and statistics gathered through on-going Center occupational health site assessments and evaluations recorded in NASA's relational database, AHED.

NASA continues to seek new verification and validation techniques for on-going performance indicators and to develop additional performance indicators that can be verified and validated precisely.

Addressing Management Challenges/High Risk Areas

Procurement Management Challenges: NASA's Office of Procurement has undertaken proactive management approaches in three key areas: human capital; outsourcing and oversight; and electronic commerce.

- **Human Capital**: The Office of Procurement continues to emphasize three initiatives to address entry-level, mid-level, and senior-level staff developmental needs:

    - The NASA Career Development and Procurement Certification Programs, designed to ensure that acquisition professionals receive uniform, high quality training that meets or exceeds statutory standards;
    - NASA's Contracting Intern Program, designed to ensure that an adequate number of well-trained, college-educated, entry-level employees are available to the Agency to offset retirements and demographic trends (i.e., the aging of the work force); and
    - Rotational Assignments with Industry, designed to add a corporate experience dimension to the Office of Procurement's other developmental programs and to equip high performing, senior acquisition professionals with the tools they will need to assume procurement management and other leadership positions.

- **Outsourcing and Oversight**: As its personnel numbers have decreased, NASA has outsourced various functions (such as IT support) and has relied on less oversight of its contractors than it did historically. Given this environment, NASA recognized that it must manage risk within the acquisition process to achieve mission success without compromising safety. Therefore, NASA introduced a Risk-based Acquisition Management Initiative that re-focused risk as a key management concern and emphasized considerations of risk throughout the acquisition process. One of the key risk considerations in the acquisition process is the type and level of contractor surveillance to be performed.

- **Electronic Commerce**: The Office of Procurement continues to focus on the Internet as a means to achieve rapid, low-cost, reliable delivery of procurement information to broad audiences, especially small and small disadvantaged business concerns. The NASA Acquisition Internet Service (NAIS) remains a simple, effective, and user-friendly system for disseminating information on contract opportunities. NAIS continues to be NASA's primary mechanism for electronic commerce, and it has won both government and private sector praise for its accomplishments as a portal to a broad range of procurement-related functions and information.

Small Business Challenge: In the new century, the world of business is more diverse and more technologically driven. Businesses and their customers are much more diverse, and women, individuals with disabilities, and minority-owned businesses are important players. The rapid pace of technological advances poses both opportunities and challenges for small business. Small businesses are at the forefront of technological change because they are flexible and close to the customer. Accordingly, NASA's

Office of Small and Disadvantaged Business Utilization will continue its effort to increase contract and subcontract dollars awarded to small disadvantaged businesses, particularly in high technology areas. This includes the participation of such firms in NASA's technology transfer and commercialization activities.

In the FY 2002 NASA Performance Plan, the NASA Administrator established a specific Agency-wide goal for awards to Historically Black Colleges and Universities and other minority institutions of 1 percent of NASA's total contract and subcontract dollars to increase utilization of these entities. These awards will continue in FY 2003 and will be based upon conformance with NASA's mission needs, technical superiority, and cost reasonableness, and NASA expects that the entire student population of these colleges and universities will benefit from these expanded opportunities to satisfy NASA's programmatic requirements.

Fiscal Management Challenges: In FY 2001, a new contractor was selected to provide the Core Financial System (CFS) software. Additionally a provider was selected to implement the new software, and an Agency-level project team was put into place at the Marshall Space Flight Center (MSFC), the Lead Center for the project. The design phase was completed in June 2001.

In FY 2001, two "pathfinder" projects began to test the processes and technical requirements for Agency-wide implementation of new administrative systems. The Langley Research Center (LaRC) is leading the implementation of a new Travel Management system and is working with the receiving Centers and the Integration Project Office (IPO) to schedule follow-on Center implementations. The Goddard Space Flight Center (GSFC) is responsible for acquiring and implementing the Resume Management functional module throughout the Agency. (Resume Management is one of several modules within the Human Resources track of the IFM Program.) After a successful Operational Readiness Review in June 2001 at GSFC, implementation of the Agency's new automated Staffing and Recruitment System (NASA STARS) began at GSFC. Implementation will continue in a phased deployment through November 2001.

In FY 2002, MSFC begins implementation of the SAP Core Financial module, and full Agency rollout will be completed in FY 2003. The Rollout Phase for the Travel Management System begins in September 2001 after completion of the pilot at LaRC, and full Agency-wide implementation will be completed in April 2003. As Lead Center, GSFC will build and test a Budget Formulation Prototype and present options and recommended solutions to meet Agency budget formulation requirements. In accordance with one of the IFM Program's first principles, the Budget Formulation Prototype Project will use COTS software without modification.

The NASA Human Resources community will participate with SAP and other agencies in the federalization requirements of definition for the SAP software product. This collaboration to add unique federal functionality to the SAP Enterprise Resources Planning (ERP) solution could allow us to initiate a Human Resources Project in FY 2003.

IT Management Challenge: IT Security remains a significant area of management concern government-wide. In particular, IT security program reviews noted that NASA's IT security training practices were inadequate and inconsistent. To address these criticisms, NASA conducted specialized IT security awareness training for employees, managers, and system administrators in FY 2001-2002 and is expanding the use of web-based training to broaden course offerings, simplify distribution, and make training available to any employee who has access to the Internet.

While substantial progress has been made in closing out most of the GAO and internal review IT-security recommendations, NASA will continue making IT security an integral part of all systems operated by the Agency. We recognize that significant improvements must be followed by a focused, ongoing effort.

Strategic Human Capital Management Challenge: NASA is focusing on the restructure and revitalization of the workforce. This focus involves a human capital management strategy centered on:

- Strategic planning for human capital management;
- Attracting and retaining a high caliber, high tech, and diverse workforce whose skills and competencies are aligned with Agency mission objectives;
- Investing in the technical training and career development of this critical resource; and
- Cultivating a continued pipeline of talent to meet future science, math, and technology needs.

In formulating its human capital management strategy, the Agency considered findings and recommendations contained in both internal reviews and external reports relating to human capital issues, including those of the Aerospace Safety Advisory Panel, the Office of Management and Budget, and the General Accounting Office.

- **Human Capital Planning and Alignment**: In FY 2001, NASA initiated a strategic resources review based on NASA's future vision and mission. The challenge of the review is to identify the core competencies resident at the NASA Centers, to ensure that resources are prioritized and directed at the most critical Agency requirements, and to focus on the Agency's fundamental roles and missions. As part of the strategic resources review, NASA will identify human capital resource gaps between the Centers' existing capabilities and what is unique and required in-house to meet NASA's future goals. The Agency also will examine its management and organizational structure to identify opportunities for streamlining and for re-deploying resources from less critical activities at NASA Centers to the Agency's highest priority missions. Results of the review will be incorporated into future Agency Performance Plans. (The results of the review also may lead to requests for specific civil service reforms to ensure that NASA can recruit and retain top science, engineering, and management talent.)

In FY 2002-2003, NASA will develop and implement a process by which Centers will do consistent workforce planning. This planning process will link staffing, funding resources, mission and activities, and core competencies. In years to come, it will enable Centers to plan recruitment, retention, succession, and training and career development activities that are tailored to their unique circumstances while supporting Agency goals and objectives.

Another aspect of the Agency's approach to addressing workforce needs is to achieve an effective balance of permanent civil servants, time-limited civil services appointees, and individuals from the academic world who contribute through post-doctoral fellowships, grants programs, Intergovernmental Personnel Assignments, and other partnerships. The intent is to draw from a variety of sources to ensure effective use of talent both within and outside the Agency. Combined with contractor support (approximately 85 percent of NASA's annual budget is contracted out), this approach will permit the Agency to focus on being a premier research and development organization – doing the things that NASA does best and relying on others to take on operations and other appropriate functions.

• **Recruitment and Retention**: In order to be competitive with other employers, NASA recognizes it must have a continuing presence on college and university campuses. After years of downsizing, the NASA Centers are re-establishing recruitment networks and rebuilding the once extensive Co-operative Education Program. The Agency will continue to utilize the Presidential Management Intern Program and student employment programs as sources for entry-level hires. A new national recruitment initiative also has been established to institutionalize new Agencywide recruitment strategies and tools to enhance Centers' recruitment capabilities, focusing on "fresh-outs" to counterbalance the aging of the workforce.

NASA's programs excite the imagination, so the Agency has been able to attract people eager to be a part of NASA's mission. Potential candidates, however, also must weigh financial considerations. The NASA Centers utilize various hiring authorities that enable them to offer starting salaries above the minimum rate of a grade and, when appropriate, NASA Centers can offer retention allowances. In fact, using recruitment bonuses and retention allowances to attract and retain the "best and the brightest" has increased recently – a trend the Agency expects to continue because of the competitive job market and high cost of living surrounding some NASA Centers.

NASA also continues to emphasize quality of work-life initiatives such as alternative work schedules, family friendly leave programs, part-time employment and job sharing, telecommuting, dependent day care, and employee assistance programs. Promoting safety in the workplace and providing effective awards, recognition, and stimulating work enhances job satisfaction and fosters retention.

• **Training, Career Development, Leadership Continuity, and Succession Planning**: As important as it is to attract and retain the right people, it is equally vital to provide further training and development opportunities for those already in the workforce. In addition to funding university level courses, NASA has made a strong investment in ensuring NASA participation in conferences and symposia where breakthrough research and ideas are being presented and shared, as well as training in other core functional areas. NASA also is revitalizing the development of leadership and program/project management capabilities through a number of methods. The Agency's curriculum for developing project management leaders is being reviewed to ensure that appropriate skills and competencies are developed, and assessment tools and other training mechanisms to identify individual training needs are being emphasized to identify and develop project management and leadership potential.

NASA also is emphasizing "just in time" training opportunities for project leaders and team members to improve project team competencies. The Agency is pursuing learning through simulations, as well as coaching and mentoring opportunities, as well as developing e-learning alternatives that can be accessed at all locations and levels. For example, NASA demonstrated a prototype online tool for project management based on the Mars Pathfinder project and has established an e-zine (online magazine/journal) for sharing lessons learned in project management.

NASA also has updated its leadership model to reflect the cutting edge skills and behaviors required for effective Agency leadership. The model is linked to NASA's Strategic Plan and defines skill requirements for team leaders through senior executives. In addition, the new Global Leadership Program provides an international perspective and skills for NASA management in an increasingly global environment. And, NASA has developed partnerships with academia to provide fellowships in leadership and project management development. These include a partnership with the Massachusetts Institute of Technology in Project Management and another with the Darden Business School to develop a Business Education Program. Several other long-term developmental processes are in

place at both the Center and the Agency levels. These include the Senior Executive Service Candidate Development Program and the Professional Development Program.

- **Future Pipeline**: NASA continues to look for ways to help ensure a future pipeline of talent from which NASA and others can draw. The new Agencywide Undergraduate Student Research Program began its pilot phase in FY 2001 with 107 students. It was developed to extend and strengthen NASA's commitment to educational excellence and university research, and to highlight the critical need to increase the nation's undergraduate and graduate science, engineering, mathematics, and technology skill base. The first class represents the nation's diversity and includes students from 29 states and Puerto Rico representing 70 different institutions. The program provides students opportunities for participating in research and gaining experience in their chosen disciplines. It also will build a national program bridge from existing NASA K12 Education Program activities to other NASA Higher Education Program options that encourage and facilitate student interest in future professional opportunities with NASA and its partner organizations. Such opportunities might include NASA career employment, temporary assignment, undergraduate and graduate co-op appointment, or contractor positions. In addition, in FY 2002-2003, the Agency plans to develop and implement a scholarship program targeted to the core skills needed to fulfill NASA's research and development mission and designed to guide students toward careers in engineering, physical sciences, biological and life sciences, and computer technology. NASA is pursuing legislation that would enable the Agency to include a service requirement in the scholarship program.

NASA recognizes its greatest strength is its people – essential to safe operations, mission success, and responsible stewardship of the taxpayers' dollars. The Agency will continue to pursue focused activities to position NASA as an employer of choice, recruit and retain the best talent, and provide learning and developmental opportunities for the workforce.

Environmental Management Challenge

The Environmental Management Division in NASA's Office of Management Systems takes a very proactive and integrated approach to environmental management. Consistent with the strategy articulated in *NASA Environmental Excellence for the Twenty-First Century*, the Agency is working on the immediate priority of bringing all NASA activities into compliance with current environmental requirements, while simultaneously restoring previously contaminated sites as quickly as funds allow. Conservation and pollution prevention will be considered in all new projects and programs to minimize environmental impacts and preserve our natural and cultural resources. This approach is clearly captured in NASA's environmental vision that "we will continue as a world leader in space exploration and aeronautics while maintaining environmental excellence." The strategy for achieving this vision includes four focus areas: prevention, compliance, restoration, and conservation.

NASA management is focusing attention on the decommissioning of the Plum Brook Reactor and consistent implementation of the National Environmental Policy Act (NEPA). In fact, both issues are on NASA's Top 10 Environmental Priorities. (The first five priorities are concerned with mandatory requirements that characteristically have associated legal liabilities. The next five priorities emphasize "best management practices" offering the Agency the greatest benefits in terms of efficiency, effectiveness and cost.) By placing emphasis on achieving the 10 priorities, NASA will greatly improve its legal and management situation in the area of environmental management.

MULTI-YEAR PERFORMANCE TREND

Manage Strategically

Strategic Objective: Protect the safety of our people and facilities and the health of our workforce.

	FY99	FY00	FY01
Annual Performance Goal and APG#	Reduce the number of Agency lost workdays (from occupational injury or illness) by 5 percent from the FY 1994-96 3-year average. (MS3) Achieve a 5 percent increase in physical resource costs avoided from the previous year through alternative investment strategies in environmental and facilities operations. (MS4)	Reduce the number of Agency lost workdays (from occupational injury or illness) by 5 percent from the FY 1994-96 3-year average. (0MS3) Achieve a 5 percent increase in physical resource costs avoided from the previous year through alternate investment strategies in environmental and facilities operations. (0MS12)	NASA will increase the safety of its infrastructure and workforce with facilities safety improvements, reduced environmental hazards, increased physical security, and enhanced safety awareness among its employees by meeting all five performance indicators in this area. (1MS1)
Assessment	MS3 was green. MS4 was green.	0MS3 was blue. 0MS12 was blue.	
	FY02	**FY03**	**FY04**
Annual Performance Goal and APG#	NASA will increase the safety of its infrastructure and the health of its workforce through facilities safety improvements, reduced environmental hazards, increased physical security, and enhanced safety and health awareness, and appropriate tools and procedures for health enhancement. (2MS1)	NASA will increase the safety of its infrastructure and the health of its workforce through facilities safety improvements, reduced environmental hazards, increased physical security, enhanced safety and health awareness, and appropriate tools and procedures for health enhancement. (3MS1)	
Assessment			

Strategic Objective: Achieve the most productive application of Federal acquisition policies.

	FY99	FY00	FY01
Annual Performance Goal and APG#	Increase obligated funds available for Performance Based Contracts (PBC) to 80 percent (funds available exclude grants, cooperative agreements, actions less than $100K, Small Business Innovative Research, Small Business Technology Transfer Programs, Federally Funded Research and Development Centers, intragovernmental agreements, and contracts with foreign governments or international organizations). (MS6) Achieve at least the congressionally mandated 8 percent goal for annual funding to small disadvantaged businesses (including prime and subcontractors to small disadvantaged businesses, Historically Black Colleges and Universities, other minority institutions, and women-owned small businesses). (MS7) Enhance contract management through improved systems and information for monitoring and through an emphasis on the training of procurement personnel, and revise metrics to assess the overall health of the procurement function. (MS9) Enhance contract management through improved systems and information for monitoring by implementing a strategy for evaluating the efficacy of procurement operations. (MS10)	Of funds available for Performance Based Contracts (PBCs), maintain PBC obligations at 80 percent (funds available exclude grants, cooperative agreements, actions less than $100K, SBIR, STTR, FFRDCs, intragovernmental agreements, and contracts with foreign governments or international organizations). (0MS5) Achieve at least the congressionally mandated 8 percent goal for annual funding to small disadvantaged businesses (including prime and subcontractors to small disadvantaged businesses, Historically Black Colleges and Universities, other minority institutions, and women-owned small businesses). (0MS8)	Continue to take advantage of opportunities for improved contract management by maintaining a high proportion of Performance Based Contracts, and maintain a significant involvement in NASA programs of small businesses, minority institutions, and minority and women-owned businesses by meeting 2 out of 3 performance indicators in this area. (1MS2)
Assessment	All targets were green	0MS5 was green. 0MS8 was blue.	

Strategic Objective: Achieve the most productive application of Federal acquisition policies.

	FY02	FY03	FY04
Annual Performance Goal and APG#	Continue to take advantage of opportunities for improved contract management by maintaining a high proportion of Performance Based Contracts (PBCs). (2MS2) Continue integrating small, small disadvantaged, and women-owned businesses together with minority universities into the competitive base from which NASA can purchase goods and services. (2MS9)	Continue to take advantage of opportunities for improved contract management by maintaining a high proportion of Performance Based Contracts (PBCs). (3MS2) Continue integrating small, small, disadvantaged, and women-owned businesses together with minority universities into the competitive base from which NASA can purchase goods and services. (3MS9)	
Assessment			

Strategic Objective: Manage our fiscal and physical resources optimally.

	FY99	FY00	FY01
Annual Performance Goal and APG#	Achieve 70 percent or more of the resources authority available to cost within the fiscal year. (MS5) Complete system validation of the Integrated Financial Management Program (IFMP), and complete system implementation at Marshall and Dryden. (MS12)	Cost 70 percent or more of available resources. (0MS4) Begin the implementation at the NASA installations of the Integrated Financial Management System following the completion of system testing. (0MS11)	Renew Agency's management systems, facilities, and human resources through updated use of automated systems, facilities revitalization, and personnel training by meeting 4 out of 7 performance indicators in this area. (1MS3)
Assessment	MS5 was green MS12 was red.	0MS4 was green 0MS11 was red.	
	FY 02	**FY03**	**FY04**
Annual Performance Goal and APG#	Revitalize Agency facilities, and reduce environmental liability. (2MS3) Improve the Agency's financial management and accountability. (2MS10)	Renew the Agency's management systems and facilities through the use of updated automated systems and facilities revitalization, and meet four out of five performance indicators in this area. (3MS3) Improve the Agency's financial management and accountability. (3MS10)	
Assessment			

Strategic Objective: Enhance the security, efficiency, and support provided by our information technology resources.

	FY99	FY00	FY01
Annual Performance Goal and APG#	Improve information technology infrastructure service delivery to provide increased capability and efficiency while maintaining a customer rating of "satisfactory" and holding costs per resource unit to the FY 1998 baseline. (MS8) Complete remediation of mission-critical systems by March 1999, consistent with Government-wide guidance for the Year 2000. (MS11)	Improve information technology infrastructure service delivery to provide increased capability and efficiency while maintaining a customer rating of "satisfactory" and holding costs per resource unit to the FY 1998 baseline. (0MS10)	Improve IT infrastructure service delivery to provide increased capability and efficiency while maintaining a customer rating of "satisfactory," and enhance IT security through a reduction of system vulnerabilities across all NASA Centers, emphasizing IT security awareness training for all NASA personnel, by meeting 2 out of 2 performance indicators in this area. (1MS4)
Assessment	MS8 was green. MS11 was green.	0MS10 was green.	
	FY02	**FY03**	**FY04**
Annual Performance Goal and APG#	Improve IT infrastructure service delivery by providing increased capability and efficiency while maintaining a customer rating of satisfactory. (2MS4) Enhance IT security by meeting established performance indicators in three critical areas: IT system vulnerabilities detected, training, and IT security plans. (2MS5) Enhance mission success through seamless, community-focused electronic service delivery. (2MS6)	Improve IT infrastructure service delivery by providing increased capability and efficiency while maintaining a customer rating of satisfactory. (3MS4) Enhance IT security by meeting established performance indicators in three critical areas (IT system vulnerabilities, IT security awareness training, and IT security plans). (3MS5) Enhance mission success through seamless, community-focused electronic service delivery by meeting the established performance indicators in this area. (3MS6)	
Assessment			

Strategic Objective: Invest wisely in our use of human capital, developing and drawing upon the talents of all our people.

	FY99	FY00	FY01
Annual Performance Goal and APG#	Reduce the civil service workforce level to below 19,000. (MS1) Maintain a diverse NASA workforce through the downsizing efforts. (MS2)	Reduce the civil service workforce level to below 18,200. (0MS1) Maintain a diverse NASA workforce through the downsizing efforts. (0MS2)	Renew Agency's management systems, facilities, and human resources through updated use of automated systems, facilities revitalization, and personnel training by meeting 4 out of 7 performance indicators in this area. (1MS3)
Assessment	All targets were green.	0MS1 was no longer applicable. 0MS2 was green.	
	FY02	**FY03**	**FY04**
Annual Performance Goal and APG#	Align management of human resources to best achieve Agency strategic goals and objectives. (2MS7) Attract and retain a workforce that is representative at all levels of America's diversity. (2MS8)	Align management of human resources to best achieve Agency strategic goals and objectives. (3MS7) Attract and retain a workforce that is representative of America's diversity at all levels, and maximize individual performance through training and development experiences. (3MS8)	
Assessment			

Manage Strategically **FY 2003 Annual Performance Goals**	**Budget Category**	**HEDS**	**Biological and Physical Research**	**Aero-Space Technology**	**Space Science**	**Earth Science**	**Research and Program Management**
Annual Performance Goals & APG#							
3MS1: NASA will increase the safety of its infrastructure and the health of its workforce through facilities safety improvements, reduced environmental hazards, increased physical security, enhanced safety and health awareness, and appropriate tools and procedures for health enhancement.		X	X	X	X	X	X
3MS2: Continue to take advantage of opportunities for improved contract management by maintaining a high proportion of Performance Based Contracts (PBCs).		X	X	X	X	X	X
3MS9: Continue integrating small, small disadvantaged, and women-owned businesses together with minority universities into the competitive base from which NASA can purchase goods and services.		X	X	X	X	X	X
3MS3: Renew the Agency's management systems and facilities through the use of updated automated systems and facilities revitalization, and meet four out of five performance indicators in this area.		X	X	X	X	X	X
3MS10: Improve the Agency's financial management and accountability.		X	X	X	X	X	X
3MS4: Improve IT infrastructure service delivery by providing increased capability and efficiency while maintaining a customer rating of satisfactory.		X	X	X	X	X	X
3MS5: Enhance IT security by meeting established performance indicators in three critical areas (IT system vulnerabilities, IT security awareness training, and IT security plans).		X	X	X	X	X	X
3MS6: Enhance mission success through seamless, community-focused electronic service delivery by meeting the established performance indicators in this area.		X	X	X	X	X	X
3MS7: Align management of human resources to best achieve Agency strategic goals and objectives.		X	X	X	X	X	X
3MS8: Attract and retain a workforce that is representative of America's diversity at all levels, and maximize individual performance through training and development experiences.		X	X	X	X	X	X